

**TOPIC SHEET 3  
MANAGEMENT****A. INTRODUCTION:**

This topic describes the Chief Petty Officer in the role of managing. Management is planning, organizing, staffing, leading and controlling people and resources to get the job done.

**B. ENABLING OBJECTIVES:**

- 3.1 Explain the role of the Chief Petty Officer as a manager.
- 3.2 Discuss successful managerial behaviors.

**C. TOPIC PREPARATION:**

- 1. Read: There are no materials to be read prior to this topic.
- 2. Complete: There are no assignments for completion prior to this topic.

**D. REFERENCE: None****E. SUPPLEMENTAL READINGS:**

These readings are suggested as additional sources of information. Although not required, you are encouraged to review them to broaden your perspective of the lesson.

- 1. NAVEDTRA 12047, Military Requirements for Chief Petty Officer, Pensacola, FL, 1991.

**F. INSTRUCTION SHEETS:**

- 1. TS 3 Management
- 2. OS 3-1 Management
- 3. CS 3-2 The Turnaround
- 4. CS 3-3 Is There Enough Time?

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## **OUTLINE SHEET 3-1 MANAGEMENT**

### **A. OUTLINE OF INSTRUCTION:**

#### **1. Introduction**

In this lesson, we will describe the Chief Petty Officer in the role of managing. In many cases you will be the senior enlisted person in your division or work center. How you organize, plan, and manage your area of work significantly impact division and command readiness.

In the last topic, we talked about the functions of an effective leader. In this lesson, we will discuss management. Management is the planning, organizing, staffing, and the controlling of people to get the job done.

#### **2. Management Functions**

There are three primary functions of management.

- a. Planning and budgeting
- b. Organizing and staffing
- c. Controlling and problem solving

As a Chief Petty Officer, you will be required to take an active part in the management of the Navy's resources.

#### **3. Management Skills**

Successful managers strive to meet goals, standards, and deadlines; anticipate problems; keep track of results; and assume or delegate authority.

##### **a. Set Goals**

Goals influence behavior. By setting realistic and challenging goals, you can influence your personnel to do a better job. When setting a goal, you must do more than state the goal. You must make sure the goal serves a useful purpose. To evaluate goals, ask yourself, "Are the goals I set meeting my management needs?"

Goal should be SMART

**Specific** – there is a clear end result and no room for misunderstanding.

**Measurable** – you need to know when you get there.

**Attainable** – you must ensure your subordinates have the resources needed to meet the goal.

**Realistic** – don't set deadlines that are impossible to meet.

**Trackable** – ensure mechanisms are in place to track your division's progress.

**b. Meet Standards**

In the previous topic, we discussed the fact that in successful commands, the Chief enforces the standards. Successful managers try vigorously to meet standards. When you manage people, ask yourself questions about the standards. Who's standards am I trying to meet? The Navy's? The command's? My own? Are all the personnel involved aware of the standards?

**c. Meet Deadlines**

Deadlines, like standards, are used to measure progress toward a goal. Deadlines set a time for you to accomplish the goal and motivate you to work toward meeting the goal.

Use a Plan of Action and Milestones (POA&M) to divide your goals into smaller tasks with a deadline for each task. By using deadlines to measure your progress, you can identify when to shift your resources to overcome obstacles.

**d. Anticipate potential problems.**

One of the best ways a Chief can anticipate potential problems is to stay informed. It is true that it is a lot easier to prevent a problem than to solve it. Having the most current and accurate information is essential in keeping ahead of the ballgame. It is a lot more efficient to prevent a problem from happening than solving it after it happened.

**e. Monitor**

To be effective in your job, you should know what is happening in your work center or division. Routinely gather information to keep track of the work in progress. You'll find no substitute for first-hand experience. Using this monitoring technique, you will know how your first-line supervisors are managing the work.

Routinely review records, equipment, spare parts, and other resources available to you. Make sure documentation is current, equipment is in peak condition, and resources are available to complete your task.

Chief Petty Officers are known for taking care of their people. As you walk through your work areas, ask questions of subordinates to assess readiness. This applies to material readiness and personnel readiness. You want your people trained and the division materially ready, but you should also resolve personal problems as they arise. If the personal needs of your people are met, they will be able to concentrate on their work and be more efficient and productive.

f. Assume authority.

When you assume the role of a Chief Petty Officer, you also assume the authority to manage. Part of being a Chief is knowing the limits of authority. You should know Navy laws and regulations well enough to determine what authority you may assume.

g. Delegate authority.

Nobody can do everything, not even a Chief. Part of your responsibilities is to develop your Sailors. One of the ways you can succeed in doing that is to delegate certain authority to them. We also refer to it as empowerment. When you delegate, you must consider your people's abilities, skills, and motivations when delegating.

You may delegate authority, but **not** responsibility. The Chief is still held accountable for the accomplishment of the task. This is a justification why, as an effective manager, you must track the progress of your assigned task.

Discuss routine tasks with your First Class Petty Officers, and then divide the tasks among them. When possible, delegate task accomplishments to your Second or Third Class Petty Officers. Delegate task management to your First Class Petty Officers. Track the progress of each task to ensure it meets your approval. If a task does not meet the appropriate standards, explain the discrepancies and return the work to the supervisor of the task for correction.

When you delegate authority to your subordinates, respect their place in the chain of command. Do not undermine the authority of the person in charge by going to the workers yourself. Also do not permit the workers to come to you without first seeing their supervisor. Back up their supervisor when required. If you disagree with subordinate supervisors, correct them in private. Let the supervisors know why you disagree with them. Explain that telling the workers "the Chief said..." rather than "I want you to..." will undermine their authority over subordinates. Praise supervisors and workers in public, even if you directed every step a supervisor took. The Sailors must believe their supervisor was in complete control of the task.

Remember the following points about delegating authority:

- You can delegate authority but not responsibility.
- Train your people by delegating tasks.
- Ensure subordinates do work in the correct manner.
- Treat the people whom you delegate authority just as you wish to be treated when you assume authority.

4. Delegation Decision Case Study

5. Planning Case Study

6. Summary

This topic has provided you a means to evaluate your leadership skills. The goal of the middle manager is the more efficient use of available resources. Your most important resource is people; use them wisely.

**CASE STUDY 3-2  
THE TURNAROUND****A. INTRODUCTION:**

The purpose of this Case Study is to emphasize that leaders have a responsibility to use delegation as much as possible to enhance subordinate development.

**B. REFERENCES: None****C. DIRECTIONS:**

Read the scenario and consider responses to the questions provided. Be prepared to engage in class discussion on the issues.

**D. SCENARIO:**

The BMC had inherited a poorly motivated and unproductive deck force. Using some old-fashioned Boatswain's Mate leadership, the BMC has started to get things turned around within the division. The ship's appearance, seamanship readiness, and division morale have improved. However, the Division Officer (DO) and the BMC have recently been at loggerheads over the way the BMC is running the division. The DO thinks the BMC has become a one-man show and is convinced the Chief needs to delegate more to the two E-6s in the division. Conversely, the BMC does not have a lot of confidence in the E-6s and feels that the only way the division will improve is for him to continue to closely monitor and oversee the divisional workload. The Chief knows he is considered a superstar on the waterfront and is held in high regard on the ship due to his ability to turn deck forces around.

Animosity is beginning to build between the DO and Chief!

**E. QUESTIONS:**

1. What is the Chief's attitude toward delegation?
2. What should the Chief do regarding the Division Officer's dissatisfaction with his leadership/management of the division?
3. Does the Chief's leadership/management approach have long-range ramifications for divisional personnel? If so, what are the ramifications?

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**CASE STUDY 3-3  
IS THERE ENOUGH TIME?**

**A. INTRODUCTION:**

The purpose of this exercise to allow students practice in planning the division's workweek.

**B. REFERENCES: None**

**C. DIRECTIONS:**

The facilitator will form the class into small groups for this exercise. Read the case study and develop a work plan for the division as described in the scenario. Be prepared to outbrief your results to the remainder of the class.

**D. SCENARIO:**

The Leading Chief Petty Officer (LCPO) for OE division (Electronic Maintenance) knows that next week is going to be very demanding and requires a plan to help organize the six-person work force. The LCPO considers the known factors facing the work force next week:

1. The PO1 is going on leave starting next Thursday morning. The one PO2 and one PO3 will be available all week. The 2 ETSNs should also be available all week, with the exception of one medical appointment at the hospital Thursday afternoon and one dental appointment Friday morning.
2. Excerpts from next week's Plan of the Week calls for:
  - a. Daily Quarters (0730).
  - b. Four working parties that will require one person from your division for at least two hours each morning on Monday, Tuesday, Wednesday, and Friday (approximately 8 hours in total).
  - c. Three afternoon divisional training sessions (Monday, Wednesday, and Friday involving approximately 3 hours of total training time).
  - d. There will be a ship's picnic next Thursday afternoon starting at 1230.
  - e. All hands have to get flu shots during one of three designated time periods next week (AM Monday, AM Tuesday, or AM Wednesday).

- f. It is the last week to get monthly PMS completed. PMS will require a minimum of 38 man-hours of effort to keep the accomplishment rate up to division standards (30 hours of the PMS can be done by E-3 or above and 8 hours of PMS by an E-5 or above).
  - g. The Department Head wants the berthing space deck retiled by close of business next Friday. You hope that will only take about 30 man-hours to complete. Prior to retiling, an E-7 from Deck Department has to inspect the space and certify it is ready for tiling. This inspection usually takes about one hour to complete.
  - h. Your ship's force work list includes one Casualty Report (CASREP) that requires approximately 10 hours of work to bring it back on line. The E-5 is the only person who has the appropriate NEC to work on gear, but will need someone to help for the entire 10-hour repair period.
  - i. You expect duty day watch responsibilities to eliminate 12 man-hours of work productivity for the week from your work force.
  - j. You estimate that there is approximately 25 hours of routine office and berthing compartment cleaning responsibilities for next week.
  - k. A SERVIMART run is necessary to get the tile supplies and other divisional requirements.
  - l. You guess there will be 15-20 hours of unexpected requirements develop over the weekend and during next week.
  - m. One ETSN has to leave an hour before liberty call (1630) on both Monday and Wednesday for a command-sponsored basketball game.
  - n. Seventeen man-hours are committed to PT (exercise) during the week.
3. With the information provided and other divisional requirements that you might anticipate based on your personal experience, develop a divisional plan for the week. The goal of the plan is to schedule the division to accomplish as much as possible within the confines of regular working hours. You want the plan developed by 1200 Friday so the division knows next week's plan before they leave for the weekend.

	MONDAY 8 12 16	TUESDAY 8 12 16	WEDNESDAY 8 12 16	THURSDAY 8 12 16	FRIDAY 8 12 16
LCPO					
PO1					
PO2					
PO3					
SN					
SN					
LEGEND					
<div> <div> A Basketball  B Berthing/passageway  insp  C CASREP  D Dental appointment  E PT  F Flu shot </div> <div> I Division School call  L Lunch  M Medical appointment  O Cleaning  P PMS  Q Quarters </div> <div> R Working party  S SERVMART  T Tiling  U Unexpected requirements  W Watch  Z Picnic </div> </div>					

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